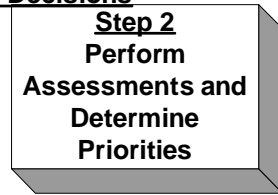
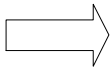


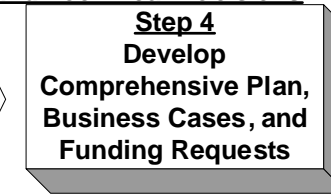
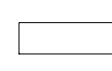
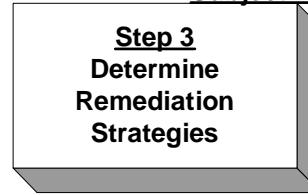
Applications Portfolio Management (APM) Process

Tool Assisted Decisions

Subjective Business and Technical Decisions



Transition to Executive Decision Making Processes



Comprehensive Plan, Business Cases, and Funding Requests
Investment Portfolio Management (IPM) and IT Planning Processes

Major Activities

Gather and Update Data

- Perform data changes and validations as they occur
- Collect and validate data for implementation projects transitioning to applications assets
- Note status of assets that have been eliminated, replaced, functionally renovated, or technically modernized

Major Data Elements

- ID and General
 - Name and description
 - Business owners
 - IT owners
 - Operational priorities (DR/BCP; Pandemic)
 - Business processes supported
 - Business objectives enabled and business importance (value/criticality)
 - User information
 - Production Date
- Business/Functional Quality
 - Data access, timeliness, sharability, and accuracy/quality
 - Business processes supported
- Technical Quality
 - Architecture (development environment, language, database, hosting processor, etc.)
 - Agility for change
 - Interoperability with other applications
- Operational Quality
 - Service Levels (reliability, availability, maintainability and security)
 - Supporting infrastructure
 - Warranty Status
 - Internal/External support staffing availability
 - Documentation availability and quality
- Costs- Personnel (Internal/ External), H/W, S/W and Other Costs)
 - Risk profile
 - Security
 - DR/BCP
 - Technical soundness
 - Vendor viability
 - Regulatory compliance
 - Business and IT staffing
 - Business support
 - Privacy and confidentiality

Major Activities

Evaluate Performance and Determine Value

- Business
 - Alignment with corporate missions and strategies and business goals and objectives
 - Enablement of government initiatives
 - Facilitate constituent-centric, end-to-end, and more efficient business transaction processing
 - User satisfaction status
 - Data accessibility, quality, and exchangeability
 - Enable policy development and business decision making
 - Same or similar functionality duplicate of other application(s)
- Operations
 - Reliability, availability, and security
 - Maintainability
 - Resiliency
 - Documentation
 - Staffing availability
 - DR/BCP; Pandemic
 - Privacy and confidentiality
 - Vendor supportability
- Technology
 - Architecture alignment
 - Life cycle of underpinning technology
 - Adaptability for change and scalability for volume
 - Extensibility for new technologies
 - Flexibility to accommodate change
- Costs
 - Current and trends
 - Reasonableness with industry standards or other benchmarks
 - Relative to size and complexity of application and value received

Identify Risks and Acceptability

- Continued funding availability
- DR/BCP; Pandemic
- Regulatory compliance
- Security
- Privacy and confidentiality
- Vendor Support
- Staffing availability
- Technical failure
- Business support failure (Functionality or Operations)

Classify Applications

- Business importance (value/criticality) and severity/urgency of problems - High and High is Priority 1 to Low and Low is Priority 4

Review

Major Activities

- Urgency (time sensitivity) of problem(s)
- Business importance (value/criticality) of application(s)
- Interdependencies, synergies, and conflicts with other applications and projects
- Consider
 - Business strategies and plans
 - Missions, goals, and objectives of agency and governmental program(s)
 - Political initiatives
 - Amount and rate of change
 - Business related opportunities
 - Reengineering of process
 - Improvement / innovations in citizen services
 - Information access, integrity, quality, and exchangeability
 - Elimination or consolidation of functions / business processes
 - Technical related opportunities
 - Shared infrastructure and services
 - Move to agency and statewide architectures
 - Standardize and consolidate infrastructure
 - Use new technologies
 - Operations Management Opportunities
 - Improve service levels (SLAs)
 - Support DR/BCP; Pandemic
 - Improve manageability
 - Improve security, privacy, and confidentiality
 - Enhance staffing availability
 - Costs
 - Excessive or inappropriate allocation among applications
 - Out of line with value received or industry norm
 - Risks
 - Vulnerabilities and impacts of problems or failures

Evaluate

- Nature, type, urgency, and pervasiveness of problems and opportunities
- Interrelations of business processes and interdependencies of applications
- Potential for elimination / consolidation or replacement with COTS or GOTS
- Technical direction
- Use of tools/contractors

Determine Whether To

- Continue O&M - No change
- Decommission and eliminate / consolidate
- Replace (rewrite or COTS/GOTS) and retire
- Functionally enhance
- Technically modernize

Major Activities

Identify

- Dependencies on other applications and projects
- Costs/fiscal requirements
- Personnel resource requirements
- Technical infrastructure requirements
- Benefits/value to accrue

Consider

- Risks to be avoided/mitigated
- Strategic value
- Criticality to operations
- Savings generated
- Other benefits/value offered
- Costs and funding availabilities
- Retirement plan / shut down process

Document

- Opportunity or problem definition
- Recommended solution and alternatives
- Benefit estimates and assumptions
- Cost estimates and assumptions
- Risk factors and mitigation
- Financial and public value analyses
- Implementation approach and timetable

Potential Benefits (Application and Portfolio)

- General
 - Business process changes and realization of operational efficiencies
 - Cost reductions and / or cost avoidance
 - Improved citizen services / user satisfaction
 - Statutory / regulatory compliance
 - Improved security, privacy, and confidentiality
 - Risk mitigation or reduction in risk exposure
 - Better business decisions and / or policy formulations
 - Enable / support governmental priorities or initiatives
 - Maximize value and minimize costs and risk
- Other
 - Remove deviant from agency/state technical architecture - reduce complexity
 - Create funds for new projects/investments from savings
 - Transition to agency / state technical architectures
 - Improved IT service levels (SLAs)
 - Improved data accessibility, usefulness, and quality / integrity
 - Easier adaptability and scalability
 - More reliable, available, and economical vendor or agency support

Date Modified
07/17/2007